



FIXING THE MIX FOR A STRONGER WORKFORCE



Manufacturing
Food Production
Founded in 1962

BACKGROUND

This privately held organization is a leading formulator and manufacturer of branded and private-label nutritional bar and functional powder products in North America.

“This is more than a website redesign. This innovative technology is part of our broader initiative of continuing to be a leader in job creation for the region.”

Vice President of HR and Safety

WORKFORCE CHALLENGES

In this company’s fast-paced manufacturing environment, quality and speed are top priorities. Approximately 80 percent of the production-level roles were traditionally filled with contingent workers—many of whom required training and were susceptible to turnover. This workforce solution was having a negative effect on the organization’s bottom line because it led to inefficient operations with gaps and inconsistencies in product production.

The organization’s direct-hire program had limited infrastructure and support. As a result, the company relied heavily on third-party recruitment support where costs were high, and the solutions did little to address process and resource deficiency for the client.

SOLUTION

The company partnered with AgileOne RPO (recruitment process outsourcing) to redesign their talent acquisition strategy with an end-to-end solution that impacted all of their hiring throughout the US. The company wanted to reverse the ratio—in other words, “fix the mix”—of direct hire to contingent workers in its worker population to achieve a higher level of flexibility, consistency and quality in its workforce. Their goal was to outsource every aspect of the hiring process to AgileOne and eliminate the use of expensive, third-party agencies.

CASE STUDY

During implementation, the AgileOne RPO team worked closely with HR leadership to define, address, and validate the goals of the RPO program and expectations associated with change management initiatives. The team held weekly meetings to ensure transparent communication and a unified understanding of goals and outcomes. As a result, AgileOne RPO successfully assumed end to end responsibility of talent acquisition under the direction and support of the client's leadership. AgileOne RPO calibrated the full scope of this client's program to support the desired changes including intake meetings with hiring managers where new program processes, expectations and goals were validated and changes supported.

As part of the solution to meet the company's aggressive hiring spike, the AgileOne RPO team hosted several on-site hiring events to bring in talent. Eighty percent of the candidates who attended the events were referrals—a direct result of the team's efforts to promote the employee referral program. In addition, the team provided a bilingual recruiter to handle the diverse workforce population where 58 percent of the candidates did not speak English.

RESULTS

The AgileOne RPO team successfully shifted the ratio of the client's workforce from 80 percent contingent workers to 80 percent direct hire in the Anaheim locations and 50 percent in the Irwindale location to meet the client's objectives. The shift has addressed quality and speed for this manufacturer. Their permanent employees are gaining longer tenure and accumulating more experience, making them both more productive and more versatile in the workplace.

The client achieves better quality, and speed while simultaneously reducing costs by reducing the need for worker training and the reliance on third-party agencies. Additionally, the AgileOne RPO team has reduced time to fill to 60 days or less, increased hiring manager satisfaction, and increased applicant flow.

Finally, the RPO team's recruitment efforts resulted in 30 new production workers, allowing the company to open a fifth production line. The new line was up and running within a 45-day period, creating greater output for the organization.

About AgileOne

AgileOne's consultative approach solves workforce challenges by combining innovative talent procurement technologies and programs, with experienced industry professionals to deliver a suite of total workforce solutions. We maximize the value of our customers' workforce, decreasing liability and overhead associated with human capital management.

